

August 6, 1973

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Memorandum For:

Subject: Critique of Summer Intern Program

1. Overall, the summer intern program was one of the best organized and best coordinated programs I have known. It succeeded admirably in its objectives and met or exceeded my expectations in almost every field. Accordingly, only a brief note on the strengths and weaknesses is appropriate.

2. It seems to me that the application system is unnecessarily delayed and complex. Admittedly, this may be simply an inaccurate perception caused by my particular perspective, but I wonder if it has to be such a long, trying process. Even if it does, I would suggest an increase in communications during the applications stage-- just to let the applicant know that his form has been received and that it is being examined. A more periodic update on its progress through the bureaucracy would be appreciated, simply for the assurance that the application has not been lost in the shuffle between January and June.

3. A more complete description of the job prior to entry on duty would be welcome. I had only a rough idea of what my job would be, and other interns apparently had even less. In fact, my organizational status, if not the job itself, shifted quite a bit in the weeks after my interview--a fact I did not learn until the day I reported for work. Needless to say, this uncertainty is confusing, and it makes it difficult to judge in advance among various summer job possibilities.

4. In my case, my summer job assignment has been fantastic. I have been treated exceptionally well and have been given a surprising and gratifying amount of responsibility and freedom. This is a most productive experience for me and, I think, for the Agency, for I have been given the opportunity to do a real job, challenging my own skills, not merely busywork. It seems, however, that my experience has not been universally shared by other interns. From what I gather, FBIS, for example, does not seem nearly as exciting a place to work, and I consider myself very fortunate, indeed, to have been assigned as I have.

5. The briefing sessions were by and large very good. I would, however, suggest one imperative. In next year's program (or, if at all possible, later this summer) have someone from DDO explain the basics of operations. It would not have to be

at all detailed or specific--just a general overview, because we really can not get any idea of what CIA is all about (which I take to be a major objective of the internships) without some insight into clandestine activities. Merely the fundamentals--what you do, where you go, what operating with a cover is like--would be enough to clear up some of the wild misperceptions I know I share with others. It could be merely a stream of anecdotes and true spy stories, so that we could have some sort of appreciation for where James Bond leaves off and where reality starts up. This is the most conspicuous shortcoming of the program--the failure to let us see anything of DDO.

6. Another possible briefing suggestion would be the possibility of having a representative from elsewhere in the intelligence community (DIA, INR, etc.) come and explain his organization, what it is like, how it differs from CIA, how they work together, and how he views this Agency. This would help put more perspective on the milieu of CIA and the way it relates to various counterparts.

7. My final suggestion on the briefings may have been unnecessary if Colby had been able to spend the entire scheduled time with us. In a question-and-answer period, he could have shed some light on the CIA position in current controversies. I know a lot of this might not have been appropriate, but the summer interns are clearly not the most hostile audience he or some other spokesman would face, and I know I would really like to hear the "CIA position" on these issues straight from the men themselves. I would not expect any advance blurb on next week's Watergate hearings, or anything like that, but simply to hear the principals comment directly to us about the issues in which the CIA's name, at least, has been involved. After all, this may be the most visible CIA activity of this summer, and we ought to know something about it.

8. In summary of the current programs on our schedule, I would say they are almost all worthwhile, interesting enough, and worth keeping. My suggestions are to add more rather than to cut out any present ones. Try, however, not to schedule more than three or four hours per day--no matter how interesting the topic, there is a limit to human attentiveness, which, thankfully, was transgressed only once (3 July). Tuesday morning is a good time for these meetings.

9. Among this year's briefings, a generally high level was maintained, and there was an obvious concern on the part of the speakers to prepare, organize, and focus their discussions. I enjoyed each one, and each was instructive. Those sessions which particularly stick out in my mind were given by  and Duckett on 17 July and by Clarke on 24 July.

STAT

10. I have two concluding suggestions. First, I think it would be valuable to provide some sort of a more informal session with junior as well as senior officers in which they were able to give a more personal perspective about thier jobs. This might be best accomplished by breaking the interns into smaller groups and inviting younger Agency people to chat on "what it's like to work for CIA." We were well briefed on pay schedules, retirement plans, etc., but we really were not given the opportunity in the internship program to just find out what daily work is like for someone who has been on the job five years or so. To a degree, this can happen back in our offices, but it would be nice to get perspectives on other jobs to see what I myself might be doing in a few years if I do decide to come to work at CIA.

11. Finally, a bit more opportunity for socializing among the interns might be a good idea. We are really scattered around, and there are very few of the interns I know at all. We have time for lunch together once a week, but that's about the only time we get to talk together. The interns as a group are pretty interesting people, and some attempts to form a more cohesive group by increased contact might be good.

12. As for my own future plans, I will probably be staying in schools of one sort or another as long as is humanly possible. I will be at Oxford two or three years, and at law school after that. I am definitely interested in the possibility of returning here as an intern next summer, especially if I could find a job as interesting as my present one.

13. In conclusion, I think the internship program has been excellent from start to finish, and I welcome and appreciate the opportunities it has afforded me. I would like to thank everyone connected with the program for all they have done.

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